

Annexure



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Transport & Miss. Traffic Department  
Government of Sindh  
Karachi



Cabinet Division  
Government of Pakistan



The GoS and SIDCL are hereinafter referred to individually as a "Party" and collectively as the "Parties" and in each case shall include its respective successors and assignors.

#### GENERAL:

- A) Pursuant to the 18th Amendment to the Constitution of Pakistan, 1973 ("Constitution"), it is the mandate of the GoS as a Provincial Government under the Constitution to provide a system of public transportation and infrastructure in the Province of Sindh, which includes the city of Karachi.
- B) In this regard, the GoS is desiring to operate and maintain the existing infrastructure facility of the Orange Line BRTS system and synchronize its integration with Green Line BRTS system within the city of Karachi, thereby meet the increasing demand for public transportation of the general population of Karachi, by providing the public with a more efficient, cost-effective and reliable means of transportation.
- In relation to the same, pursuant to the Japan International Cooperation Agency (JICA) Study carried out in 2012, which advocated and set out the parameters for a comprehensive system/master plan for public transportation and infrastructure in the city of Karachi by the name of "Karachi Transportation Improvement Project", GoS requested GOP to construct the BRTS "Green Line" and upon such construction to transfer the infrastructure to GoS, with the bus operations and integrated intelligent transport system and services ("ITS") component to be the responsibility of the GoS (as defined hereunder). The GoS and SIDCL have entered into a Facilitation and Implementation Agreement dated 20<sup>TH</sup> May, 2020 in respect of the Green Line BRTS system.
- C) Further to the above, GoS has mandated SIDCL to launch, operate and maintain the "Orange Line" BRTS operations, as per the route map attached hereto as Schedule 1 ("Project") under an arrangement for an overall period of ten (10) years ("Project Term"), for which the contractual responsibilities and obligations of SIDCL will be taken over and novated in favour of GoS at the end of a period commencing from [.] to [.] (SIDCL Operations Term) similar to the Green Line BRTS system for SIDCL Operations Term.
- The Sindh Mass Transit Authority, Transport & Mass Transit Department requested SIDCL to undertake "Orange Line" BRTS operations vide letter No. SMTA/BUSOPS/OL-GL/1555 dated 5<sup>th</sup> September 2019 to SIDCL (Annex-A). Pursuant to the aforesaid letter, funding for the Orange Line BRTS Operations and Maintenance for the SIDCL Operations Term for bus transport services (Fleet, ITS, Station Management, O&M etc) in the city of Karachi was approved to be provided by GoS to SIDCL.
- D) Accordingly, SIDCL shall float the tender(s) for the bus/fleet procurement, bus operator, station management services, ITS, fund management and any other related services for the Project as may be deemed necessary under Requests for Proposal ("RFPs"), enter into agreements/ services contracts with selected bidders ("Project Contracts") for the tender(s) under the RFP(s), as well as enter into arrangements for the operation and maintenance of the Operations Control Center ("OCC") with various third parties, as may be required as per the mandate provided by GoS to SIDCL.

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Agreement and that the Project Contracts will be novated in favour of GOS at the end of the SIDCL Operations Term for the remaining period of the Project Term.

- E) On the basis of the above, the Parties agree and acknowledge that in order to make the Project viable, to ensure and secure the interests of prospective bidders under the RFPs and to enable SIDCL to undertake the implementation of the Project, SIDCL requires the undertakings, facilitation, approvals and assurances from GOS in relation to the Project well within time, in order to undertake the implementation of the Project, which will also in turn be given to the selected bidder(s)/ third parties under the Project Contracts and OCC Agreement.

## ARTICLE 1: DEFINITIONS AND INTERPRETATION

### 1.1 Definitions

Whenever the following words and expressions appear in the Agreement or in the Schedules to this Agreement, these words and expressions shall, unless the context otherwise requires, have the meanings stated below;

“**Agreement**” shall mean this Facilitation and Implementation Agreement.

“**AFC**” shall mean automated fare collection.

“**Business Day**” shall mean any day that banks in Pakistan are legally permitted to be open for business, as well as when offices of the GOP are open and functioning.

“**Commercial Operations Date**” shall mean the Day immediately following the date on which the Project becomes operational/ is commissioned.

“**Consents**” shall mean any and all approvals, consents, authorizations, notifications, concessions, acknowledgements, agreements, licenses, permits, decisions or similar items which may be required to be obtained from a Relevant Authority, in terms of the Project Contracts

“**Constitution**” shall mean the Constitution of Pakistan, 1973.

“**Day**” shall mean a continuous period of twenty-four (24) hours beginning at 12:00 midnight and “**Daily**” shall be construed accordingly.

“**Effective Date**” shall mean the date on which the Parties execute this Agreement.

“**GOP**” shall mean Government of Pakistan.

“**IITS**” shall mean integrated intelligent transport system and services.

“**Laws of Pakistan**” shall mean federal, provincial and local laws of Pakistan, and all orders, rules, regulations, statutory regulatory orders, executive orders, decrees, judicial decisions, notifications, or other similar directives issued by any public-sector entity pursuant thereto, including the environmental standards, as any of them may be amended from time to time.

Secretary of  
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Chief Executive Officer  
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"OCC" shall mean the Operations Control Center for the Project.

"OCC Agreement" shall mean Agreement related to Operations Control Center.

"Pakistan" shall mean the Islamic Republic of Pakistan.

"Party" or "Parties" shall have the meaning ascribed thereto in the Preamble.

"Project" shall have the meaning ascribed thereto in Recital C.

"Project Contracts" shall mean the various agreements and services contracts to be entered into between SIDCL and the selected bidder(s) in connection with the procurement of buses/fleet, bus Operations, station management services, fund management / clearing house services, ITS, OCC Operations and any other related services as may be deemed necessary under the RFPs.

"Project Term" shall mean a period of ten (10) years commencing from the Commercial Operations Date.

"Relevant Authority" shall mean the department, authority, instrumentality, agency or other relevant entity of GOS from which a Consent is to be obtained and any authority, body or other Person having jurisdiction under the Laws of Pakistan which falls within domain of GOS with respect to the Project or any part thereof, as the case may be.

"RFPs" shall mean requests for proposal to be floated by SIDCL for the implementation of the Project. It includes joint RFPs floated by SIDCL for procurement of buses/fleet, procurement and operations of Green and Orange Line for the project term.

"Route" shall mean the route of the Project, as set out in Schedule 1 hereto.

"ROW" shall mean right of way as provided for in Article 2 below.

"SIDCL" shall have the meaning ascribed thereto in the Preamble.

"SIDCL Operations Term" shall mean a period of three (3) years commencing from date \_\_\_\_ [•].

"SMTA" shall mean the Sindh Mass Transport Authority established under the Sindh Mass Transit Authority Act, 2014.

## 1.2 Rules of Interpretation.

- (a) In this Agreement, headings are only for convenience and shall be ignored in construing this Agreement and the singular includes the plural and vice versa:
- (b) References to Articles are, unless the context otherwise requires, references to Articles to this Agreement;

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(c) In carrying out its obligations and duties under this Agreement, each Party shall have an implied obligation of good faith;

(d) A reference to any legislation or legislative provision includes any reference to statutory modification or re-enactment of, amendment to or legislative provision substituted for, and any subordinate legislation under, that legislation or legislative provision; and

(e) Reference to any document, instrument or agreement are references to that document, instrument or agreement as amended, consolidated, supplemented, novated or replaced from time to time.

## ARTICLE 2: ROUTE AND ROW

GOS agrees and confirms that the Route for the Project shall be as annexed at Schedule I hereto and that GOS shall make available the ROW, free from all liens, charges, encumbrances, liabilities or the like, of whatsoever nature, in relation to the Route for the Project since the land required for the ROW is owned by GOS. For any ROW passing through privately owned land, GOS shall acquire and own such land directly and assign, through the Agreement, to the SIDCL for the SIDCL Operations Term.

## ARTICLE 3: MANDATE.

1. GOS confirms and agrees that it has given the mandate to SIDCL to implement the Project based on the RFPs and Project Contracts for the Project Term and for SIDCL to manage the operations & maintenance of the Project for the SIDCL Operations Term, after which it is confirmed and agreed that the Project Contracts shall be novated in favor of GOS, such that all the rights, responsibilities and obligations of SIDCL under the Project Contracts and OCC Agreement shall be taken over and vest in their entirety in favor of GOS. Upon such transfer SIDCL shall be relieved of all obligations assigned or transferred to and assumed by the GoS under the Project Contracts.
2. GOS shall appoint an authorized representative with regard to oversee the process of implementation of the Project(s), who shall serve as the focal person for GOS for the Project, and notify to SIDCL commencing from the Effective Date and agrees to communicate any feedback/ input to SIDCL within the agreed reasonable timeframe. Notwithstanding the same, GOS undertakes, agrees and confirms that it shall not contest any decisions and actions taken by SIDCL in relation to the project during the SIDCL Operations Project Term, except the decisions and action pertaining to regulations and policy matters in good faith until the Project Contracts have been novated in favor of GOS.
3. The GoS may appropriately arrange for the requisite funding for procurement of buses and operations of Orange Line BRTS (including making payments under Project Contracts), and may consider revising the PC-1 of Orange line BRTS, to include the following:

i-

Establishment Charge of SIDCL amounting 2% of the Project Cost and 2% of the Project Cost for the Operations Unit Executive Officer

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- ii- Funding covering fleet/buses procurement, IITS, O&M, Station Management and Clearing House shall be covered in the revised scope of PC-Is;
- iii- Routine and Periodic Infrastructure Maintenance; and
- iv- Operations Deficit, Insurance Cover, Provision of Taxes and other administrative expenses for the Project.

4. GoS shall pay to SIDCL the costs and other charges relating to procurement in three tranches.

- a. 110% of the estimated contract price under the Project Contracts (including the LC amount) for the procurement of fleet/buses and IITS in the first tranche in the designated account of the National Bank of Pakistan by 1<sup>st</sup> Quarter FY 2020-21. A joint LC for Green and Orange Line procurements shall be established for USD payments under the Project Contracts.
- b. The second tranche will be due on procurement of O&M, Stations Management, Clearing House and Periodic Infrastructure Maintenance for 42 months.
- c. The 3rd Tranche covering operations deficit for 42 months shall be released within three (3) months of the 2<sup>nd</sup> Tranche.

5. Besides estimated costs for procurement and operations, GoS shall pay SIDCL, on demand, any actual charges for the Orange Line BRTS' procurement and operations, including increase in price under Project Contracts due to variation, taxes and insurance charges.

6. SIDCL may elect to issue notice to proceed under the relevant Project Contracts only after GoS has deposited relevant funds in the designated account of the National Bank of Pakistan. The aforesaid designated account maintained by SIDCL with the National Bank of Pakistan shall be an escrow account. SIDCL and GoS shall additionally enter into an escrow agreement (in line with the terms and conditions for funding under this Agreement) in relation to, *inter alia*, the obligations of: (i) the GoS to deposit the funds into the designated escrow account; and (ii) the SIDCL for utilization of amounts in the designated escrow account for the establishment of the LC and making payments under the relevant Project Contracts.

7. For the on-going consultancies (Bus operations and IITS), GoS shall pay the amount related to Orange line (Bus procurement, Bus operations, IITS and Station Management).

#### ARTICLE 4: SALIENT PROJECT TERMS

1. The Parties agree that cost of procurement of fleet/buses and IITS related to the Project will be borne by GoS.

2. The risks related to the procurement and compliance with the applicable Public Procurement Rules and Regulations shall be the sole responsibility of SIDCL. GoS

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shall not be responsible for any matter of accountability surfaced before, during or after the conclusion of the Operations Term.

3. The Parties agreed that the following will be the applicable terms relating to the main aspects of the Project for the Project Term: -

1. The bus operator will:

- a. operate and maintain the buses for the Project;
- b. equip, operate and maintain the bus depots; and
- c. procure the on-board fleet equipment as per the IT specifications.

2. The IITS/AFC provider will:

- a. procure, supply, operate and maintain the IITS system;
- b. undertake and provide station management services, including cleaning, maintenance and provision of security.
- c. procure, supply, operate and maintain the AFC automated fare collection system;
- d. supply, operate and maintain the IT system;
- e. procure and supply call center equipment, as well as operate and manage the call center; and
- f. operate and maintain the OCC building and space utilization by and under SIDCL's management

3. The clearing house shall:

- a. provide fund management services;
- b. auditing of revenues;
- c. provide escrow account services; and
- d. distribution of funds to relevant entities to whom such funds are due as per terms and conditions agreed to with the bus operator, IITS provider and clearing house.

4. Before the start of the SIDCL Operations Term, an inventory list shall be prepared jointly with the GoS (or third-party validation) and be ensured in acceptable working condition at the time of novation in favor of GoS. Infrastructure maintenance related to operations will be undertaken by SIDCL during the SIDCL Operations Term, which includes routine and periodic/ preventive maintenance as well as rehabilitation of the road infrastructure of the Project, including bus ways and elevated structures and Bus Stations. Upon completion of the SIDCL Operations Term and for the remaining Project Term, the responsibility and liability for infrastructure maintenance shall rest solely with GoS till the completion of Project Term.

5. Utilization of area within the OCC shall be under the mutual mandate of SIDCL and the GoS to the extent of BRT's Operations. OCC management and maintenance shall be with SIDCL for the period of the SIDCL Operations Term, which may be transferred to GoS at the end of the SIDCL Operations Term or another GoS nominated entity, as required.

6. Collection of fare revenues and other revenues from bus operations will be automatically transferred to central escrow bank account. SIDCL will assume ownership of the central escrow bank account till the completion of SIDCL Operation Term. Till SIDCL Operation Term, SIDCL will pay to the service providers under the Project Contracts from Chief Executive Officer

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fare revenues collected. In case of under-recovery, GoS will be responsible to finance the outstanding payments of the contractors (in accordance with Article 3 (*Mandate*) above) subject to reasonable documentation to justify the claim. In case of over-collection, the remaining balance of central bank account will be attributed to GoS on novation of the Project to GoS on completion of SIDCL Operations Term. Following SIDCL Operation Term, all rights and obligations of the central bank account will be transferred to GoS. It is clarified that demand risk shall be assumed by the Government of Sindh for Orange Line BRTS' operations.

7. Advertising and revenues from other commercial activities shall be under the sole mandate of SIDCL for revenue collection and distribution during the SIDCL Operations Term. GoS shall assist SIDCL to get necessary/required NOC(s) to SIDCL.

8. It shall also be the mutual mandate of SIDCL and the GoS to launch and implement direct, feeder and other special services under the purview of the Project.

9. The Monitoring & Evaluation (M&E) criteria to supervise the performance of counter parties of SIDCL in Project Contract shall be in compliance with the criteria as mentioned in the RFP / Service Level Agreement for the procurement of the services under Project Contracts. Also, an independent / third party monitoring and evaluation and audit firm shall be procured to conduct such periodic monitoring, evaluation and reporting of operational performance and financial statements.

10. Parties to this Agreement shall have the legal authority to enter into the arrangement on behalf of their respective Governments as per law.

#### ARTICLE 5: REPRESENTATIONS AND WARRANTIES

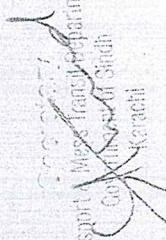
Both Parties acknowledge, agree and confirm that they have the requisite authority, consents and approvals to enter into and perform their respective obligations under this Agreement, and to discharge their respective responsibilities and liabilities hereunder in good faith of the Project.

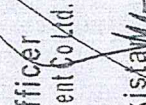
#### ARTICLE 6: CONSENTS

GOS also confirms that it shall use its good offices to make available the grant of all Consents in a timely manner, as may be required from time to time, to ensure that the implementation of the Project is achieved within the required timelines. In case of any loss of SIDCL Period owing to consents, no liability or responsibility shall lie upon the GOS.

#### ARTICLE 7: INDEMNITY

The Parties irrevocably and unconditionally undertakes to indemnify each other against any and all costs, losses, damages, actions, suits, proceedings, accounts, claims, penalties, payments, liabilities, dues, demands and/ or objections suffered or caused during the SIDCL Operational Term, unless such claim, damage, loss, expenses or cost arise from fraud wilful misconduct, bad faith to reckless disregard of duties on the part of other Party during SIDCL period.

  
Chief Executive Officer  
Sindh Infrastructure Development Co. Ltd.  
Government of Sindh  
Karachi

  
Chief Executive Officer  
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## ARTICLE 8: TAXES

All applicable government taxes in relation to the Project shall be borne by GoS and (where applicable) paid to SIDCL in accordance with Article 3 (*Mandate*), for the SIDCL Operations Term as well as thereafter for the remaining Project Term, provided that in the event that there are any tax refunds, adjustments and/or tax credits in respect of the Project in relation to the operation of the Project during the SIDCL Operations Term, which for all intents and purposes are for the benefit of SIDCL and the same remain unpaid, outstanding and/or are not adjusted in favor of SIDCL during the SIDCL Operations Term, then these amounts shall be payable by GOS to SIDCL at the time of novation of the Project Contracts in favor of GOS.

## ARTICLE 9: ENTIRE AGREEMENT

This Agreement (including the documents and instruments mentioned herein) constitutes the entire agreement between the Parties With respect to its subject matter and supersedes all prior agreements and undertakings, both written and oral, between the Parties in respect to the subject matter hereunder.

## ARTICLE 10: NOTICES

(a) All notices or other communications to be given or made hereunder shall be in writing, shall be addressed for the attention of the persons indicated herein below, and shall either [-] be delivered personally or sent by courier, registered or certified mail or facsimile. The addresses for service of the Parties and their respective facsimile numbers shall be:

(i) If to the GOS:

Attn: Secretary, Transport and Mass Transit Department  
Address: 2<sup>nd</sup> Floor Tulghaq House, Sindh Secretariat.  
Facsimile: 021-99211017

(ii) If to SIDCL:

Attn: Chief Executive Officer  
Address: Sindh Infrastructure Development Company Limited  
6<sup>th</sup> Floor, Ext. Block, Bahria Complex IV, Gizri. Karachi  
Facsimile: + 92 (21) 35155102

(b) All notices shall be deemed delivered (i) when presented personally, (ii) if received on a Business Day for the receiving Party, when transmitted by facsimile to the receiving Party's facsimile number specified hereinabove and, if received on a Day that this is not a Business Day for the receiving Party, on the first Business Day of the receiving Party following the date transmitted by facsimile to the receiving Party's facsimile number specified hereinabove, (iii) two (2) Days after being delivered to a courier for overnight delivery, addressed to the receiving Party, at the address indicated hereinabove, or such other address as the receiving Party may have specified by written notice delivered to the delivering Party at its address or facsimile number specified above. Any notice given by facsimile shall be confirmed in writing delivered personally or sent by registered or certified mail, but the failure to provide such confirmation shall not void or invalidate the original notice if it is in fact received by the Party to which it is addressed.

~~Chief Executive Officer~~  
Sindh Infrastructure Development Co Ltd.

~~Cabinet Division~~  
Government of Pakistan

Transport & Mass Transit Department  
Secretariat of Sindh  
Karachi



(c) Any Party may by a written notice change the addressee and/or address to which such notices and communications to it are to be delivered or mailed.

#### **ARTICLE 11: TERM AND COMPLETION**

This Agreement shall become effective immediately upon the Effective Date, and shall, continue in full force and effect for completion of SIDCL Operation Term and up to the successful novation of the Project Contracts in favor of GOS.

#### **ARTICLE 12: GOVERNING LAW AND JURISDICTION**

This Agreement and the rights and obligations of the Parties hereunder shall be governed by and construed in accordance with the Laws of Pakistan. The competent courts of Pakistan shall have jurisdiction in all matters relating to the Agreement.

#### **ARTICLE 13: AMENDMENT**

This Agreement can be amended only by agreement between the Parties in writing, executed by a duly authorized representative of each of the Parties.

#### **ARTICLE 14: DISPUTE RESOLUTION**

If a dispute arises in respect of this Agreement, the Parties shall act in good faith and use reasonable endeavours to resolve the dispute.

#### **ARTICLE 15: ARBITRATION**

Any dispute arising out of or in connection with this Agreement shall be settle amicably by negotiation between both the parties in good faith and in case of failure of amicable settlement, the dispute shall be referred to the arbitrators in accordance with the Arbitration Act, 1940.

#### **ARTICLE 16: FORCE MAJEURE**

Neither party shall be liable for failure or delay or in the performance of its obligation under this Agreement due to causes beyond its control including but not limited to act of God, strikes, wars, revaluations, fires, floods, explosions, terrorist, earthquakes, civil commotion, revolutions or pandemic.

#### **ARTICLE 17: PROCESS OF HANDING OVER PROJECT**

1. On completion of SIDCL Operation Term, all the assets and records (including financial and non-financial records) of the Project and the Project Contracts will be assessed by a third party evaluator and/or auditor (the **Evaluator**), hired by the GOS, at the cost of central escrow bank account, six months before the SIDCL Operations Term ends.
2. It is hereby agreed that the Parties shall, with the assistance of the Evaluator, develop the detailed handing over process with list of Project Assets and required condition of the Project Assets and required timelines of the handing over process.

Chief Executive Officer

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Cabinet Division

Government of Pakistan

Secretary  
Transport & Mass Transit Development  
Government of Sindh

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3. The Evaluator will perform the stock counting and evaluation of condition of project assets and records. The Evaluator shall assess the condition of the asset and record to make sure the conditions of project assets is in compliance with the requirement of the project contracts. In case as a result of such assessment if it is determined that there is a liability, then the same shall be charged upon the Central Escrow Account for rectification. The ownership of the central escrow account shall be transferred to GoS and all amounts in that account shall be transferred to SIDCL after deduction of all the liabilities related to the Project. At the conclusion of SIDCL Operations Term, the Central Escrow Account and the Project shall be free from all charges or obligations.

IN WITNESS WHEREOF, the Parties have entered into this Agreement as of the date first hereinabove written.

For and on behalf of:

*Secretary*  
Transport & Mass Transit Department  
Government of Sindh  
Karachi

MR. SHARIQ AHMED  
SECRETARY,  
TRANSPORT AND MASS TRANSIT,  
FOR AND ON BEHALF OF THE GOVERNMENT OF SINDH

*Chief Executive Officer*  
Sindh Infrastructure Development Cc Ltd  
Cabinet Division  
Government of Pakistan

MR. KHAQAN MURTAZA,  
CHIEF EXECUTIVE OFFICER,  
SINDH INFRASTRUCTURE DEVELOPMENT COMPANY LIMITED

Witness:

*Signature*

1:

On behalf of SIDCL

*SAYAR ALI KHAN*

*Signature*

2:

MUHAMMAD WASEEM,

CHAIRMAN,

P & D BOARD,

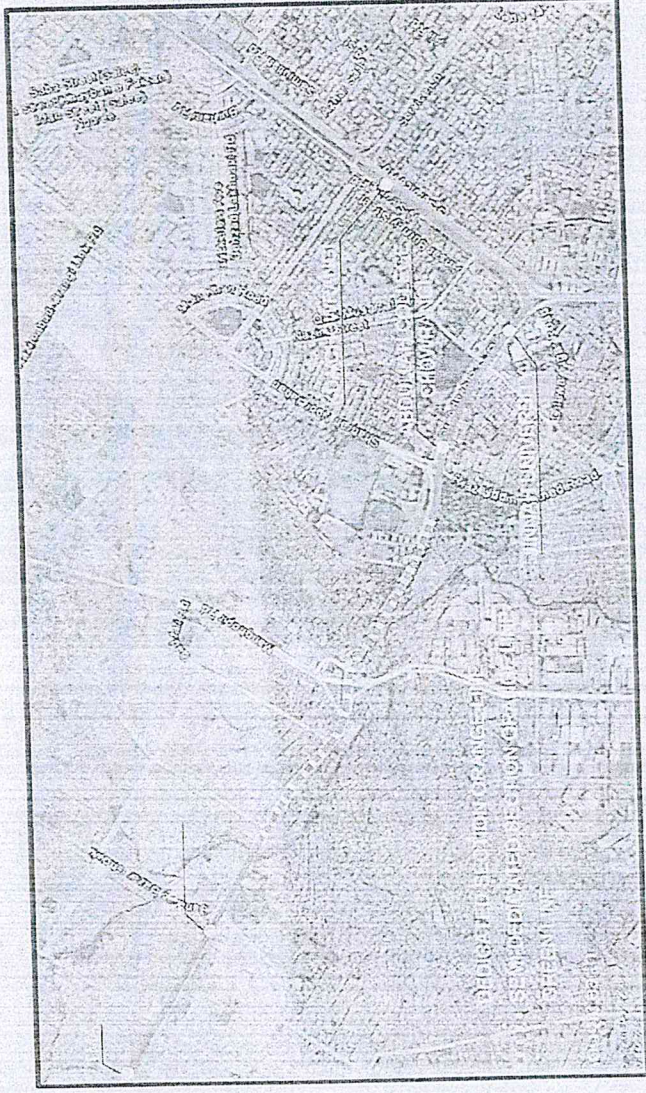
Chairman

Planning & Development Board  
GOVERNMENT OF SINDH

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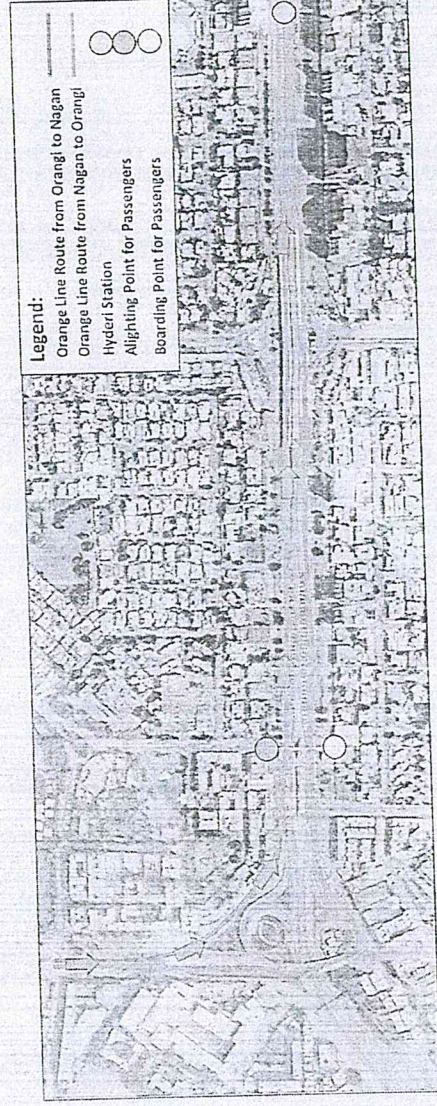


# SCHEDULE 1 (ROUTE MAP)



## Integration of Orange line BRTS with Green Line BRTS

### Option 2 - Orange Line Integration at Hyderi Station until Numaish



- In this options Orange Line bus will be taking a left turn from Board Office towards Nagan.
- Bus will move in mix traffic between Board Office and KDA Flyover and will use Green Line Corridor between KDA Flyover and Nagan.
- Passengers for Numaish will alight at Hyderi Bus Stop and transfer to Green Line Station. There will be a negative journey for them.
- However, passengers for Nagan can be served without shifting of bus.

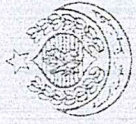
*Secretary*  
 Transport Department  
 Government of Sindh  
 Karachi

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**Chief Executive Officer**  
 Sindh Infrastructure Development  
 Cabinet Division  
 Government of Pakistan



ANNEXURE - A



No. SMI/BSUSPS/OL-GJ/1335  
GOVERNMENT OF SINDH  
TRANSPORT & MASS TRANSIT DEPARTMENT

Off No 021-99211017  
Fax No 021-9911293

Karachi, Dated 5<sup>th</sup> September 2019

To

The Chief Executive Officer,  
Sindh Infrastructure Development Company Limited (the SIDCL),  
Cabinet Division,  
Government of Pakistan.

Subject: BRTS - ABDUL SATTAR EDHI (ORANGE) LINE PROJECT

This is with reference to the meeting held on 4<sup>th</sup> September 2019 under the Chairmanship of Secretary, Transport & Mass Transit Department, GoS wherein it was discussed that the Orange Line shall be integrated with Green Line BRT. A meeting was held with Honorable Chief Minister, Sindh on 10<sup>th</sup> July 2019 in that meeting it was desired that Orange Line Operations extended up to Nagan Chowrang to make it more useful for its users without needing them to transfer at Board Office. It was also desired to build provision in infrastructure at Board office to extend BRT Orange Operations towards Nundish. Our Consultant has developed an infrastructure integration Concept Plan attached Annexure 1 for your review in order to improve the ridership and meet economies of scale.

2. In addition to this Government of Sindh would like to know SIDCL may procure fleet of Orange Line along with it's. Also the complete Operation & Maintenance (O&M) may be outsourced to SIDCL whereas the GoS shall provide the funds to SIDCL for prospective bus procurement and operations.

3. In this regard the viewpoint of SIDCL may require in order to proceed with the project at the earliest.

MANAGING DIRECTOR  
SINDH MASS TRANSIT AUTHORITY

Copy is forwarded to:

1. P/S to Minister, Transport and Mass Transit Department, GoS
2. P/S Chairperson Planning & Development Board, Planning & Development Department, GoS
3. P/S to Secretary Transport & Mass Transit Department, GoS

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1/3 please  
Mr. Tahir  
for comment

Chief Executive Officer  
Sindh Infrastructure Development  
Cabinet Division  
Government of Pakistan

Transport & Mass Transit Department  
Government of Sindh  
Karachi

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